

3 APR 1956

MEMORANDUM FOR: Director of Personnel

SUBJECT: Report on the United States Civil Service Commission
(H.R. Report 1844, 84th Congress, Second Session) -
Committee on Post Office and Civil Service

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1. The following is a precis of the subject report, which contains findings and recommendations with respect to the need for new civil service legislation as well as strengthening the administration by the Civil Service Commission of present laws and practices.

2. According to the Committee report, the Civil Service Commission has failed to recognize and accept its full responsibility, and the lack of positive leadership has resulted in haphazard compliance by the various Federal departments and agencies. Failure of some of the government-wide civil service programs (e.g. reduction in force) and complaints by Veterans organizations of the administration of the Veterans Preference Act have made it even more apparent that drastic steps have to be taken to reestablish the Commission as a purely staff agency and prevent its intermingling with line operations. The reorganization recommended by the Hoover Commission was intended to provide for the transition from "doing" to planning, guiding, and auditing. While the reorganization was supposedly put into effect, its operations show little improvement, partially because "blocks of work and people" were moved paper-wise but the same out-moded methods and procedures were used. Also, the lack of sufficient executive direction and authority is apparent.

3. The recommendations of the House Committee are designed to make the Civil Service Commission more adaptable to the job to be done. The new structure more definitely separates planning, executive, control, and inspectional functions. It places new emphasis on planning standards and prompting better personnel methods and management. It also brings new recognition of the importance of legal advisory services by the creation of the Office of the General Counsel.

4. The principle changes recommended by the Committee report are as follows:

a. The Executive Director's span of control should be reduced in order to give him more time to devote to the development of

better personnel administration throughout the Federal Government. Clear cut authority would be delegated to top management officials.

b. Five bureaus should be established to separate the executive, planning, inspection and audit, departmental operations, and internal management functions. (Bureaus of Program and Standards; Inspection and Classification Audit; Departmental Operations; Field Operations; and Management Services).

c. Legislation should be enacted to modernize the laws relating to Federal civil service, with ultimate codification. (The Commission should take an active part in recommending changes in existing laws, to correct any inequities, and to delete those that limit its authority and responsibility.)

d. Continuity of top management should be enforced. (Commissioners would serve a term of 6 years, expiring at different intervals and at least one of the Commissioners would have a minimum of five years in the Classified Civil Service.)

e. Increased emphasis should be placed upon the establishment and maintenance of a select research and development staff. (If Commission personnel are not qualified, recruitment should be effected from other Government agencies or industry.)

f. Standards, principles and regulations should be reviewed, simplified and modernized and an improved system of verification and control, through comprehensive audit procedures, should be developed.

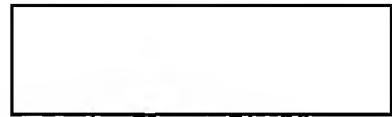
g. Greater emphasis should be placed upon the Commission's staff and advisory capacity in its dealing with other agencies. Agencies should be delegated the necessary authority to carry responsibility for day-to-day administration of policies established by the Commission.

h. Among the methods recommended for improving the internal organization, operations and management of the Commission are the following:

- (1) Better cooperation with Bureau of the Budget
- (2) Keeping Congress fully informed on the Commission's problems
- (3) Improving the Commission's Organization
- (4) Delegating authority to agencies to make final decisions
- (5) Concentrating on the development of a new Federal Personnel Manual and classification standards
- (6) Establishing a program of personnel rotation from Government agencies, and train agency personnel in the Commission's methods.

5. The proposed reorganization of the Civil Service Commission would have little if any effect on the personnel administration program of CIA per se; however, an adoption of a more realistic and progressive personnel program in the Federal Government would doubtlessly influence Agency programs and plans.

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Chief, Plans Staff